



Looking to 2010: Setting Next Year's Strategic Priorities

Some context.

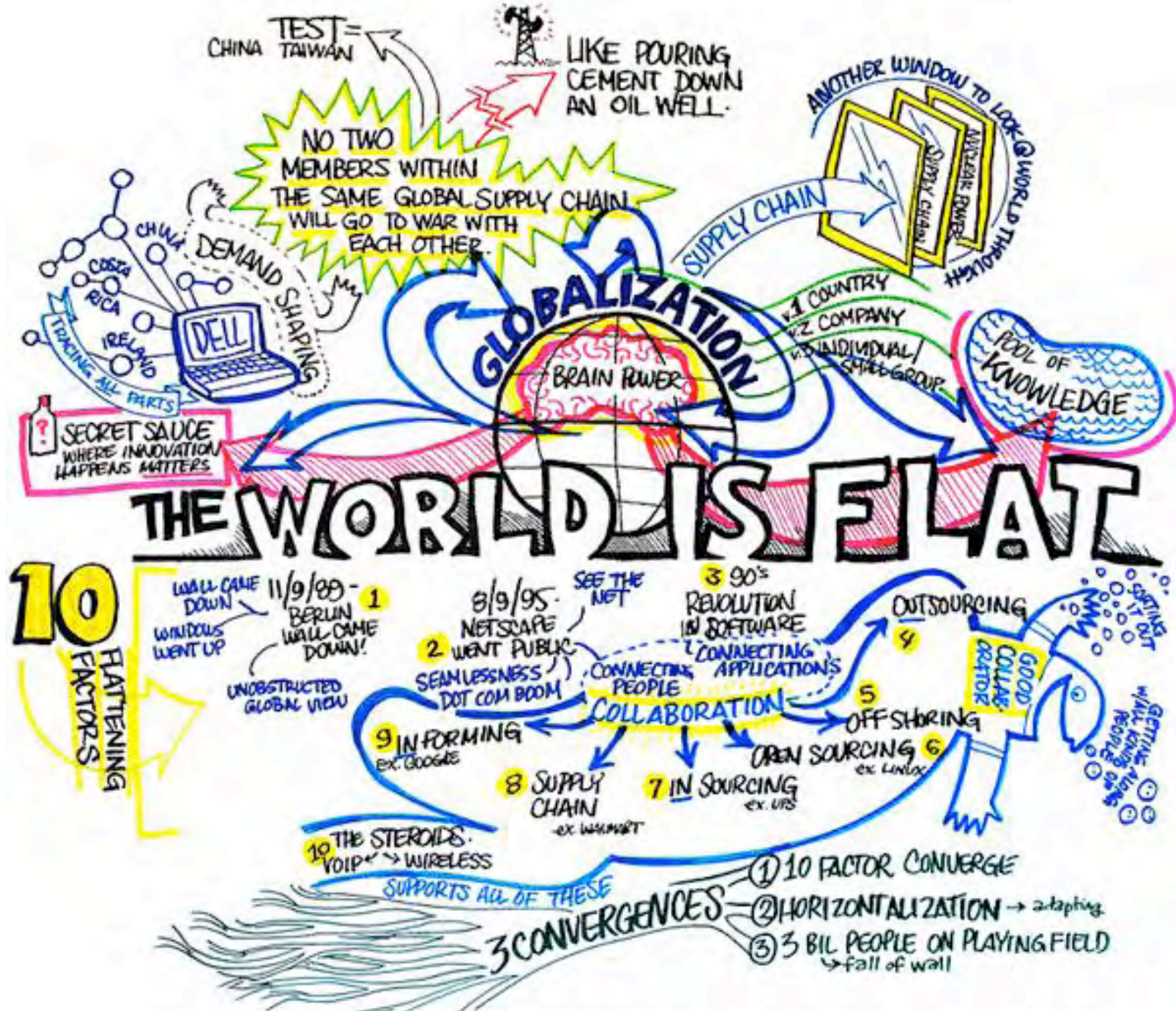
NATIONAL BESTSELLER



The World Is Flat

A BRIEF HISTORY OF
THE TWENTY-FIRST CENTURY

Thomas L. Friedman



THE POST-AMERICAN WORLD



FAREED ZAKARIA

author of *The Future of Freedom*



THOMAS L.
FRIEDMAN
*Hot, Flat,
and Crowded*

WHY WE NEED A GREEN REVOLUTION —
AND HOW IT CAN RENEW AMERICA



Newsweek

AUGUST 3, 2009



***Good luck
surviving the recovery**
BY DANIEL GROSS

MARKET ST

Tomorrow's great communities
change today's status quo.

Per Capita Income, 2000 and 2007

	2000	2007	2007 as a % of US PCI	2000-07 Change	
				Percent	Amount
Springfield Area	\$23,777	\$29,416	76%	24%	\$5,639
United States	\$29,847	\$38,615	100%	29%	\$8,768

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Many of the region's best and brightest young people are choosing to attend school or accept jobs in places like St. Louis or Kansas City, rather than staying or returning to Springfield.

Competitive Assessment, Page 35

They cite as reasons higher wages, more entry-level opportunities, greater population diversity, and more dynamic nightlife in these regions. They also cite Springfield's comparatively lower wages, lack of diversity, and the City of Springfield's "old school" leadership.

Population Change by Age Group, 2000-2008

Springfield Area	0-17	18-24	25-34	35-44	45-64	65+
2008 Population	100,283	47,185	64,819	54,923	101,564	57,370
Percent of total population, 2008	24%	11%	15%	13%	24%	13%
Numerical growth since 2000	11,462	2,400	14,634	(1,014)	21,391	8,897
Percent growth since 2000	13%	5%	29%	(2%)	27%	18%

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Poverty Rates, 2007

	Total Population		Children	
	2007 Rate	Change since 2000	2007 Rate	Change Since 2000
Springfield Area	13.7	2.4	19.9	3.9
United States	13.0	1.7	18.0	1.8

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Companies will follow talent; if a community cannot provide the workforce skills a firm needs, it will go elsewhere.

Competitive Assessment, Page 22

While the local business community (as represented by the Chamber) was said to be progressive and forward-thinking, input from respondents said the City of Springfield's elected and appointed officials too often satisfied voters' inherent anti-government and risk-averse sensibilities.

Population Change by Race/Ethnicity, 2000-2008

Springfield area	White	Black	Hispanic or Latino	Other	Total
2008 Population	393,827	8,646	10,492	13,180	426,144
Percent of total population, 2008	92%	2%	2%	3%	-
Numerical growth since 2000	47,606	2,591	4,447	3,126	57,770
Percent growth since 2000	14%	43%	74%	31%	16%

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**Long-held local values that are reportedly
averse to risk, resistant to change,
suspicious of government, and
protective of the status quo at the
expense of progressive growth policies
could potentially stagnate the Springfield
region as competitors innovate, adapt, and
thrive in the new world of community and
economic development.**



COMMUNITY FOCUS 2009

A Report for Springfield and Greene County

Business and Economic Conditions (Pages 4 and 5)
Blue Ribbons (2004 – 2007)

Economic Diversity
Job Growth and Low Unemployment
Cost of Living
Downtown Revitalization
Atmosphere of Collaboration
Development of Tomorrow's Workforce

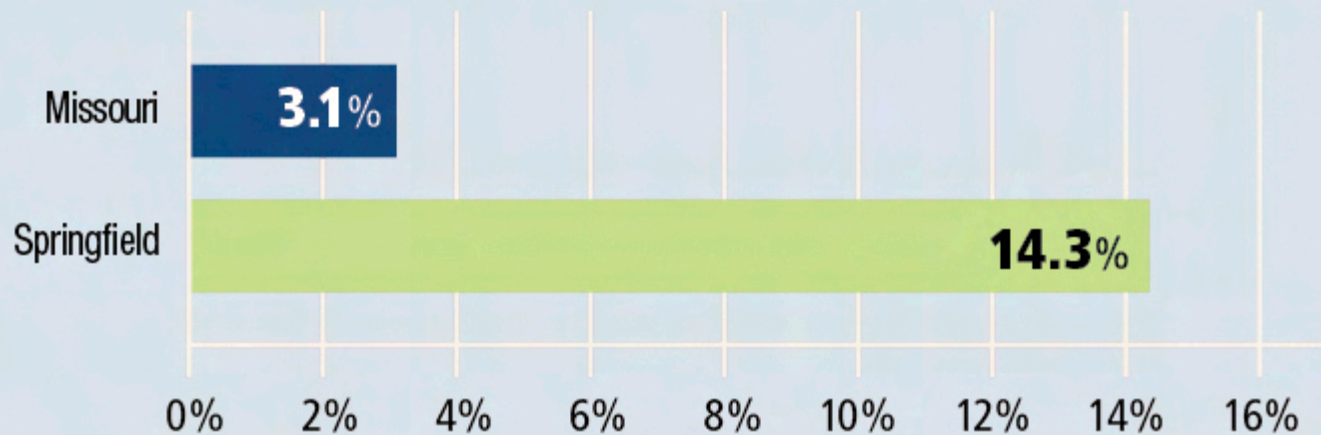
Business and Economic Conditions (Pages 4 and 5) **2004 – 2007 Red Flag Issues**

Income and Wages

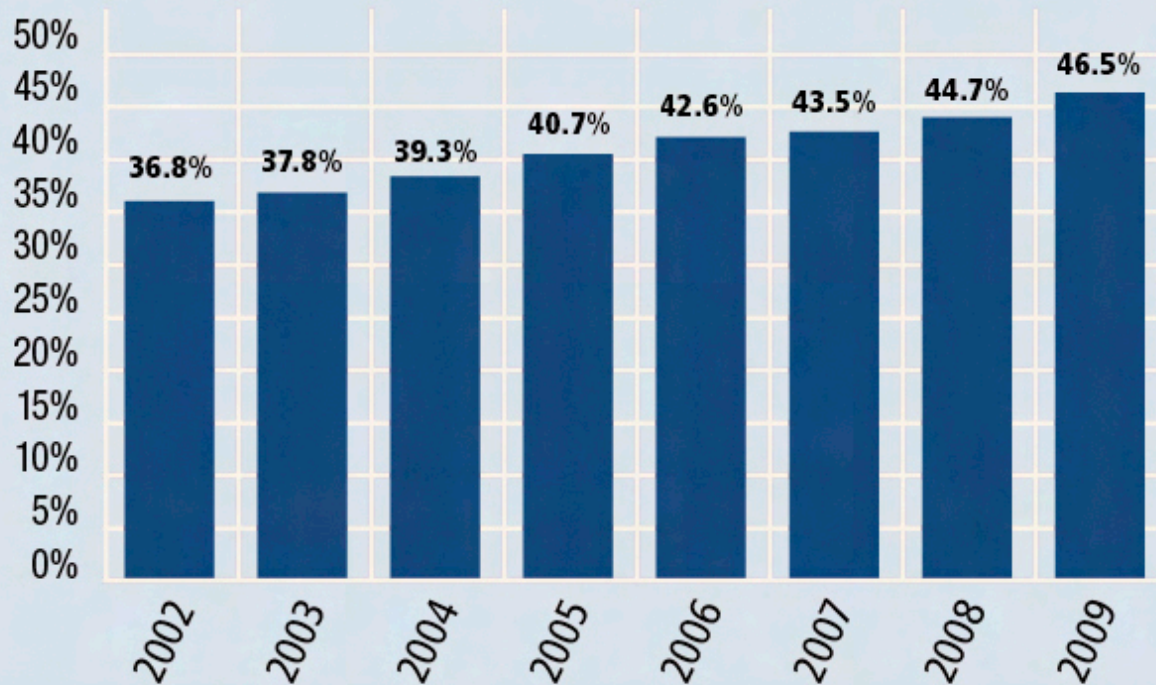
Business and Economic Conditions (Pages 4 and 5) **2004 – 2007 Red Flag Issues**

Income and Wages
Families in Poverty

5-YEAR GROWTH IN FREE & REDUCED LUNCH



PERCENTAGE OF STUDENTS RECEIVING FREE AND REDUCED LUNCH SPRINGFIELD PUBLIC SCHOOLS

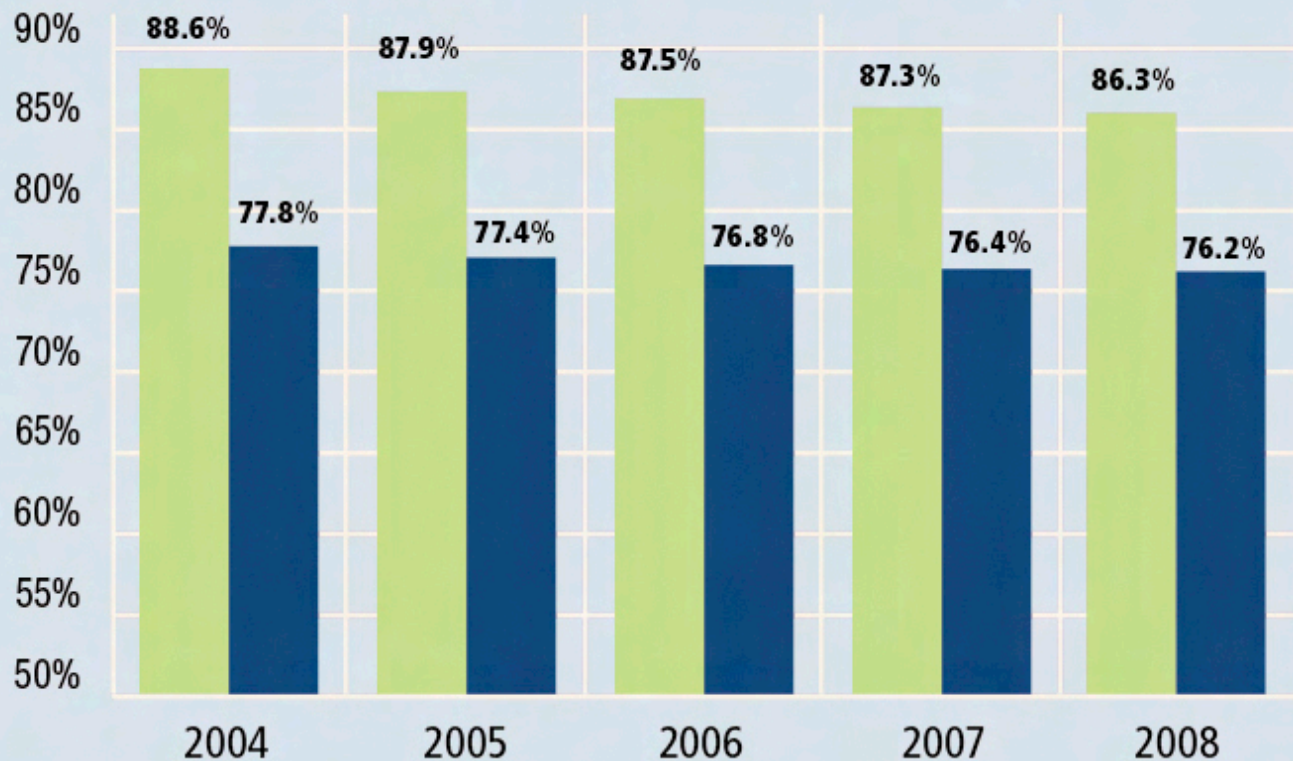


Business and Economic Conditions (Pages 4 and 5)
2004 – 2007 Red Flag Issues

Income and Wages
Families in Poverty
Minimal Ethnic Diversity

PERCENTAGE OF WHITE STUDENT ENROLLMENT SPRINGFIELD PUBLIC SCHOOLS

SPRINGFIELD MISSOURI



Business and Economic Conditions (Pages 4 and 5)

Emerging Issues

- Waning Public Support for Economic Development**
- Emerging Doughnut Effect**
- Stalled Job Growth and Increasing Unemployment**
- Future Downtown Development**
- Funding Challenges for Developing Tomorrow's Workforce**



Springfield/Greene County Social Capital Survey

Mike Stout, PhD

Tim Knapp, PhD

John Harms, PhD

Dept. of Sociology, Anthropology and Criminology

Missouri State University

Social capital refers to networks of social relationships characterized by norms of trust and reciprocity. Like physical capital and human capital, social capital enhances productivity of both individuals and groups.

Survey Report, Page 2

35.4% of the local residents surveyed feel alienated because they believe people running the community do not care about them, compared with 29.5% of the national population who hold that view about their community.

Survey Report, Page 23

**24.8% of area residents surveyed
believe they can have a big impact in
making their community better.
36.6% nationwide feel that they have
that extent of community efficacy.**

Survey Report, Page 23

**Efforts are needed to draw more
lower-income and less-educated
individuals into civic participation
and community work.**

Survey Report, Page 26

nextCITIES





live first, work second
getting inside the head of the next generation.

*Foreword by Richard Florida
author of The Rise of the Creative Class*



REBECCA RYAN

**Simply being the cheapest place to live,
or the city with the most jobs
is not a long-term workforce strategy.
Although jobs are important, the next
generation is very savvy about choosing
where they'll live. **They look carefully at
quality of life factors** like how much
time they're going to spend in traffic
commuting, if they can live near a park or
hike-and-bike trail, and whether a city's
downtown stays awake after five.**

Next Generation Consulting Founder Rebecca Ryan

**We're in a recession! Shouldn't they
just be happy to have a job?**

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just be happy to have a job?**

**Yes, but jobs are not enough.
A good job may bring a young
professional to a city, but their
experience of the city will
keep (or repel) them.**

Report, "Next Cities, The 60 US Hotspots for Young, Talented Workers," Page 1

What's more, work that can be done over a wire can be done anywhere. From reading X-rays to filing W-2s, knowledge workers have more choices about where they live because technology enables them to work anywhere. Baby Boomers will (eventually) retire. And when they do, there will be fewer younger workers to replace them.

Report, "Next Cities, The 60 US Hotspots for Young, Talented Workers," Page 1

For all these reasons, the next generation can, in the words of the *Wall Street Journal*, “Pick a place to live, and then find a job.”

Report, “Next Cities, The 60 US Hotspots for Young, Talented Workers,” Page 1

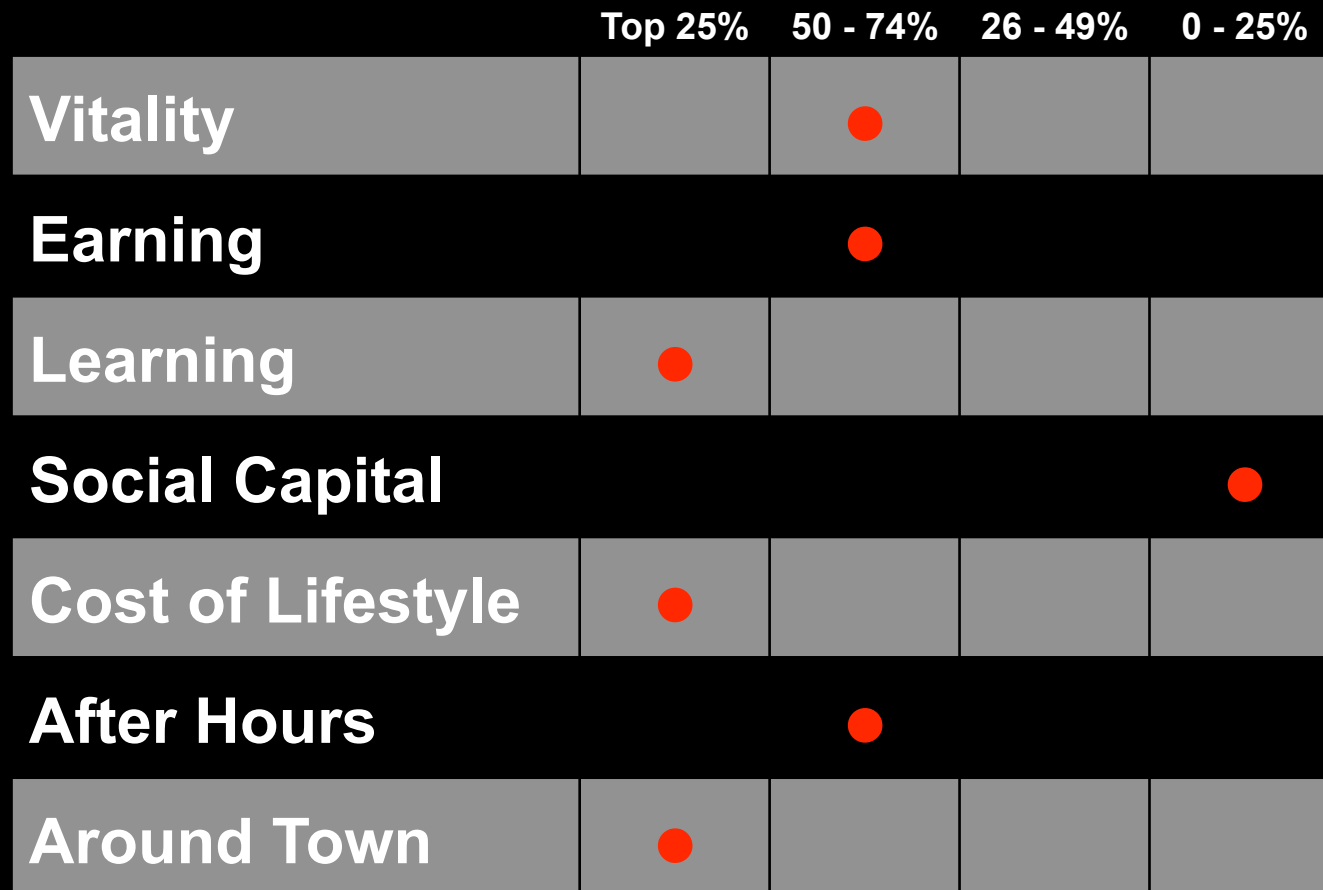
In June, 2009 Next Generation Consulting announced its "Next Cities" rankings - the best places to live and work for young professionals - in three population categories. They tabulated the rankings after collecting and analyzing 45 measures for all US cities with over 100,000 people.

The seven indexes of a “Next City”

Next Cities Dashboard Report, Page 2

**Earning
Learning
Vitality
Around Town
After Hours
Cost of Lifestyle
Social Capital**

Springfield is a Next City, earning #17 on the list of “Mighty Micros,” from an inventory of 49 cities of city populations between 100,000 and 200,000. Included in this list are places such as Charleston, SC; Eugene, OR; Fort Collins, CO; Ann Arbor, MI; Spokane, WA; Huntsville, AL and Salt Lake City, UT.



So what?

Members are our investors.

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Commerce is our motivation.**

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“Everywhere Should Be Like This.”

**[In the Good Community] There is
a vigorous civil society, a
productive market economy, and
effective institutions of democratic
government, and all three sectors
work together with a shared vision
of the community's welfare and
future.**

“What is the ‘Good Community’?”

“Table stakes”

Economic development and jobs

Workforce development

Service to membership

Organizational viability

Potential new strategic priorities

Leadership and Advocacy
25-34 Demographic
Diversity

	Next Cities Dashboard Report			
	Social Capital Report			
	2009 Community Focus Report			
	Competitive Assessment Report			
Leadership and Advocacy				
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	Next Cities Dashboard Report			
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	Competitive Assessment Report			
Leadership and Advocacy	●	●		●
25-34 Demographic				●
Diversity				

	Next Cities Dashboard Report	Social Capital Report	2009 Community Focus Report	Competitive Assessment Report
	●	●		●
	●			●
	●	●	●	●
Leadership and Advocacy				
25-34 Demographic				
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Leadership and Advocacy

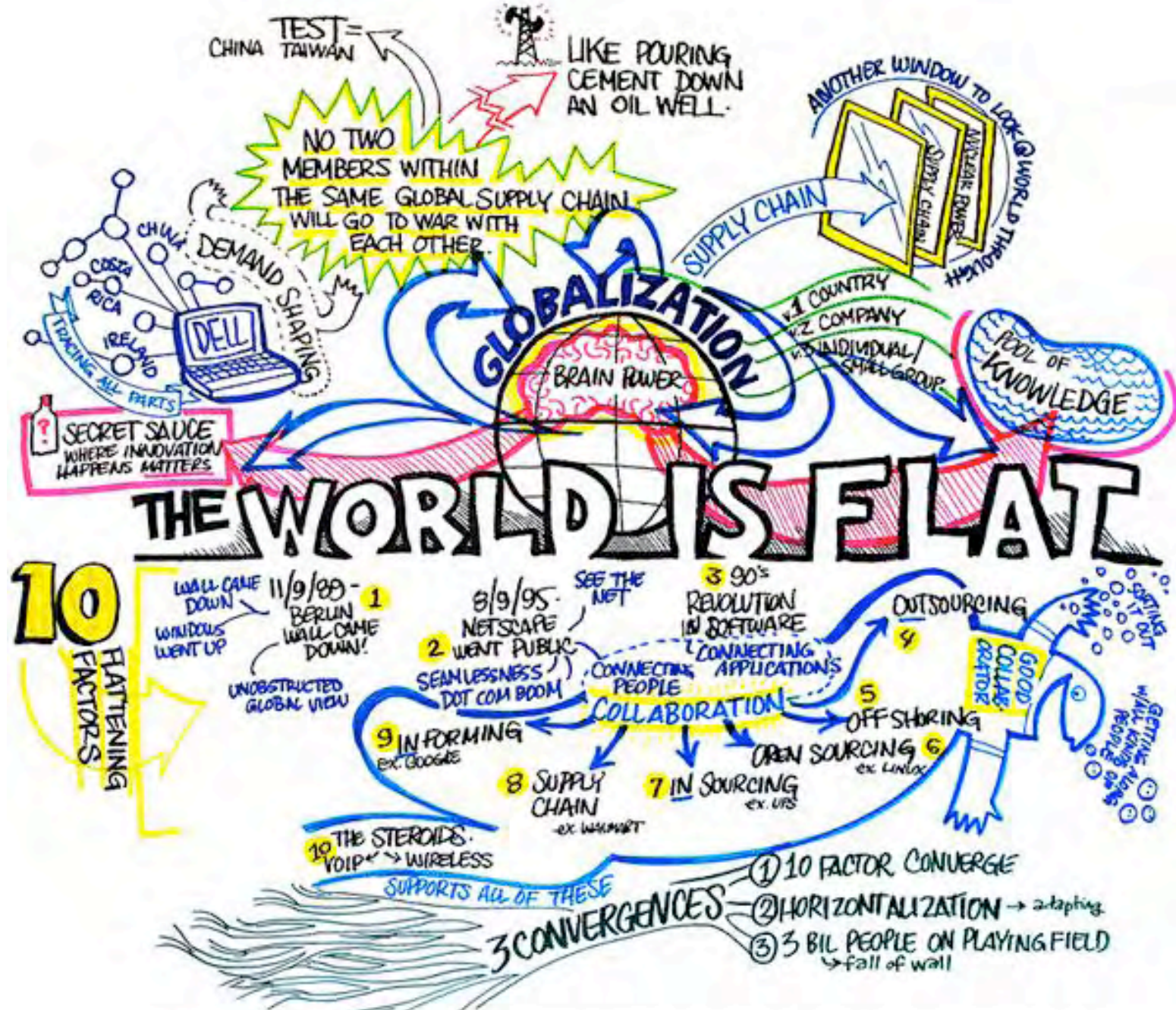
- State, federal advocacy efforts**
- Local issues**
- School Board**
- City Council**

25-34 Demographic

- The Network**
- Civic engagement**
- Innovation and entrepreneurship**
- City strategic planning**

Diversity

- Emerging communities**
- Not just race**
- Civic engagement**
- Get out ahead of this emerging issue**







Looking to 2010: Setting Next Year's Strategic Priorities